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This ServiceNow case study is based on an interview with Aamer Maqsood, Head of Service Management, & Grant Totten, Head of Performance Management, Al Jazeera Media Network.

ALJAZEERA

Customer
Al Jazeera Media Network

Highlights
Global media organization increases viewership and empowers its news operations for excellence by streamlining and automating IT and broadcast workflows

Headquarters
Doha, Qatar

Geographies
Global

Employees
4,000+

Business
Broadcast/Media

Challenges
- Protect uptime and viewership by increasing and improving service management processes
- Enable 80+ global locations to better manage assets, contracts, and service requests
- Drive user adoption of self-service with more agility and faster speed to market
- Improve visibility and decision-making with standardized processes and metrics

Solution
ServiceNow Contract Management
ServiceNow Governance, Risk, and Comliance
ServiceNow Legal Service Management
ServiceNow Vendor Performance Management
ServiceNow IT Service Management
- Configuration Management (CMDB)
- Service Catalog and Request Management
- Incident Management
- Problem Management
- Change Management
- Release Management
- Asset Management

ServiceNow IT Business Management
- Project Portfolio Management
- Agile Development

Partner
SilverStorm

Leading the Media Industry in Service Management

Since its founding in 1996, Al Jazeera Media Network (AJMN) has been reshaping global media. The first independent news channel in the Arab world dedicated to providing comprehensive news and live debate, AJMN now broadcasts to more than 310 million households in over 140 countries. With 82 news bureaus globally and over 70 nationalities represented on its staff, AJMN's newsrooms are among the most diverse in the world.

AJMN is constantly working to strengthen its reputation as one of the world's most respected news and current affairs channels. To achieve this goal, broadcast quality and timeliness are of utmost importance. Having the right equipment available can make the difference between award-winning coverage and a missed opportunity—or even between a high-definition picture and a blank screen. An innovator in its industry, AJMN is applying the principles of IT Service Management (ITSM) to the broadcast space, helping its news bureaus provide better coverage.

Seeking Greater Flexibility for Innovation
Like many companies, AJMN initially concentrated its service management efforts on IT. Its first two attempts at ITSM required too many resources and ultimately were not successful because of the limited integration achieved. Incident reports and service requests still came through almost entirely by email and telephone. Multiple portals and logging systems complicated development efforts and slowed service delivery. In addition, the contract management team needed more flexibility in amending contract renewal notifications, which had proved cumbersome in the past.

"Our previous ITSM efforts were not widely adopted by the business because the tools we tried to use were IT-focused and difficult to customize," says Grant Totten, Head of Performance Management for AJMN.

To make its operations more efficient, AJMN needed to consolidate disparate systems into one easy-to-use service request portal and establish a single system of record. "When news is on the air, there's no time to go through multiple steps to log an incident," says Totten. "To better serve our diverse organization, we needed a service management platform that would be flexible and simple to use—as easy as calling an engineer."

After evaluating solutions from BMC, Cherwell Software, and ManageEngine, AJMN decided to replace its legacy tool with ServiceNow, a cloud-based ITSM platform solution. Working with SilverStorm, a ServiceNow partner, it swiftly implemented incident, change, problem, and asset management—customizing each to give the

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Results
- Brought structure to service management by consolidating processes and breaking down silos
- Increased service management processes 700% and drove 100% user adoption for ITSM
- Improved access to broadcast equipment and IT services, reducing business risk
- Cut costs and improved decision-making through greater visibilityImproved access to broadcast equipment and IT services, reducing business risk
- Reduced MTTR for tickets by an average of 84% (13 hours vs. 83 hours)
- Resolved 28,000 incidents by tracking problems to resolutions
- Nearly eliminated emergency changes

business confidence that IT could meet the requirements necessary to drive user adoption. Within 12 months, the company on-boarded more than 500 IT staff composed of 60 teams, offering automated request fulfillment.

"Custom development is very quick with ServiceNow, and working with SilverStorm helped us move faster," says Totten. "For example, we built a shipping module in just a couple weeks, leveraging a lot of out-of-the-box functionality in ServiceNow. That would have been impossible with our previous tool, because it really wasn't intended to be a platform that we could develop on top of. With ServiceNow, just 2.5 full-time employees manage over 30 development streams."

AJMN supported this cultural shift with engagement campaigns and organizational change management, emphasizing the buy-in needed to be successful. "By the end of the first year, we saw triple-digit growth across all KPIs, including a 200 percent increase in change ownership and 167 percent increase in team buy-in," says Aamer Maqsood, Head of Service Management.

Automating Processes for Cost Savings and Visibility
Using ServiceNow, AJMN began to revamp IT processes across the company, beginning with its International Services Directorate which handles procurement and legal requests for 82 news bureaus around the world. By automating contract renewal and request fulfillment for international operations, AJMN can keep needed services from expiring and make sure vendors are paid in a timely manner. More than 300 contracts with a value of

$10 billion were migrated from the old system to ServiceNow, saving millions in avoided penalties for expired contracts and lack of time for negotiation of new terms. IT service requests are also streamlined, reducing the number of emails and phone calls.

"We're now at 100 percent user adoption of ServiceNow from an ITSM perspective," says Totten. "Everybody's in the system, recording what they do, so we can look at reports and identify trends. That wasn't possible with service requests submitted through email."

With ServiceNow, emergency changes are nearly eliminated, and the mean time to resolution for tickets is now 13 hours instead of 83 hours. Using ServiceNow Problem Management to identify known errors and resolve root causes, AJMN was able to resolve 28,000 incidents by tracking problems to resolutions.

"Because of the visibility ServiceNow gives us, we were able to take level-three technical requests and push them down to the service desk," says Totten. "We're saving money and reclaiming time for our highly skilled engineers."

Going Beyond Traditional ITSM

Building on its success with automating IT workflows, AJMN decided to bring those same efficiencies to broadcast. "We recognized that ServiceNow had done a great job for us in IT, and there's a lot more it can do for us as an enterprise," says Aamer Maqsood, Head of Service Management at AJMN. "To be true innovators, we had to penetrate the broadcast arena and bring the service management mentality into our core business."

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Broadcast is the most critical aspect of AJMN's business. It's also on a huge scale. In the past two years alone, AJMN deployed $2 billion worth of new equipment across the company as part of a technology refresh. "We're tracking 158,000 assets across the globe," says Totten. "If one unit goes down, we go black on the air and potentially lose viewership."

AJMN used ServiceNow to build a request portal and service catalog for all broadcast-related equipment and services, giving its news bureaus faster access to the assets they need. The network is also in the process of automating media production lifecycles that used to be based on emails and spreadsheets.

"It's all about workflows, regardless of the business area," says Maqsood. "The same service management mentality that we use in IT can be applied to media production. For example, we can automate all the processes around a new television program from concept to production. We can use it in our innovation department to make better decisions about content—incubating the right ideas and eliminating others before they cost too much money. What we're attempting to do is really the first effort of its kind in the broadcast space, from what we've seen and heard."

Working with its partner SilverStorm, AJMN developed an Arabic language interface to the ServiceNow catalog in just four weeks. "The ability to switch between Arabic and English with ease will greatly improve communications, eliminate back-and-forth, and make sure people get what they need," says

Maqsood. "Arabic is a first language for many of our employees, so this will be critical to the adoption of the platform."

Automating Global Asset Management

For a broadcast organization, maintaining sufficient availability of critical assets is crucial to the business. When news and programs need to be produced quickly, equipment needs to be located just as fast—otherwise, it must be procured at a high cost.

Stock rules in ServiceNow help ensure that stock levels are always replenished to avoid low stock of critical assets. Automated tasks are created and assigned to teams to trigger the purchase order process. The task automation workflow then extends to the asset management team to re-fill stock to make it available to broadcast engineers in different regions.

Improved hardware asset tracking with ServiceNow has resulted in a 40 percent savings in staff time for AJMN as well as significant cost savings. In one example, the network saved $10 million for assets required for a new location in South America by being able to re-allocate unused assets already in the region. ServiceNow Asset Management has also given business decision-makers the capability to visualize data to make quicker and more informed decisions.

Delivering Timely, High-Quality Braodcasts

By connecting its news locations to a single system of record for managing self-service requests, AJMN is achieving its primary goal of being a timely, accurate, and high-quality news organization.

Leading the Media Industry in Service Management

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If a cameraman needs a high-definition camera to get an important story on the air, they can use the service catalog to locate one quickly; they don't need to miss a story, settle for an old standard-definition camera, or spend money to buy new equipment.

When AJMN's Media Management team needed automated media archiving spanning multiple teams to ensure successful archiving of media tapes, it developed a ServiceNow workflow in under two weeks. The media management team now has full transparency on the archiving status of media, enabling rapid turnaround for retrieval and availability for on-air transmission.

Al Jazeera is always seeking to enhance the delivery of program production services to deliver the best program quality. To achieve this, it must effectively manage the entire broadcast lifecycle, including planning, production, post-production, and delivery. Planning involves multiple teams and resources covering equipment, crews, editing, shooting, archiving, and media licensing. In the past, this was a manual, email- and paper-based process that often exceeded its annual budget by millions of dollars.

AJMN used the Service Portal in ServiceNow to enhance visibility and tracking of program production requests, automating the entire process, and integrating with SAP for financial/budget information. Benefits include reduced costs by eliminating wasted time, optimized use of equipment for increased capacity, faster program delivery, and more effective reporting across all phases of the broadcast lifecycle.

Keeping Viewers Informed, Inspired, and Entertained

Over three years, AJMN has driven 700 percent growth in its service management processes. The network now has 30 ServiceNow product offerings in development, resulting in the deployment of 1,300 features. With ServiceNow, AJMN is delivering better service to the business, helping its global broadcasting locations capture and report on the events that impact millions of people's lives. Now the network can:

- Retain and grow viewership by keeping its channels continuously available

- Empower executives to make faster, more informed business decisions

- Achieve greater agility and flexibility to deploy value to the business

- Justify purchases, resources, and budgets with reliable insights

- Enable 2.5 FTEs to manage over 30 development streams

- Inspire and nurture innovation throughout the company

"We've reached a tipping point where the value of ServiceNow is well known throughout our organization," says Totten. "It's so fast and easy to use that people are now coming to us and asking how we can streamline more workflows and solve more business problems."

Maqsood agrees: "No matter which part of the business we interface with, ServiceNow lets us be more effective. I haven't yet found a single business problem we haven't been able to solve."

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Next Steps: Managing Vendors and Legal Services

AJMN is currently implementing ServiceNow Vendor Management and Legal Service Management, giving the network greater visibility into vendor performance and legal work. In the near future, it will use ServiceNow to manage facilities and human resources more effectively. It's also developing a user feedback system from its digital media properties that will route requests to IT, editorial, or production as needed.

"We're not just using ServiceNow for traditional television broadcast, but also to help AJMN be more effective in the digital media world," says Maqsood. "And what we've done so far is just the tip of the iceberg. The journey is just starting."